RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL POLITICS, ORGANIZATIONAL TRUST, SELECTED HUMAN RESOURCE MANAGEMENT PRACTICES AND TURNOVER INTENTION AMONG NIGERIAN NURSES

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ABSTRACT

Prior research has indicated that employee turnover is detrimental to both individuals and organisations. Because a turnover intention in the workplace is detrimental, several factors have been suggested to better understand the reasons why employees may decide to leave their organisations. Some of the organizational-related factors that have been considered by previous research include perceived organizational justice, job satisfaction, perceived psychological contract breach, and perceived organizational support, among others. Despite these empirical studies, literatures indicate that less attention has been paid to the influence of perceived organisational politics, organizational trust, and perceived human resource practices management (HRM) practices on employee turnover. Hence, the present study fills in the gap by examining the relationship between perceived organisational politics, organizational trust, perceived human resource management practices and employee turnover among Registered Nurses in Nigerian public hospitals using multiple regression analysis technique. One hundred and seventy five Registered Nurses participated in the study. Result indicated that perceived organisational politics was significantly and positively related to turnover intentions. The result also showed that both organizational trust and perceived human resource practices were significantly and negatively related to turnover intentions. Furthermore, the result showed that male nurses were more likely to leave their organizations or the profession than their female colleagues. Younger nurses were more likely to leave their organizations or the profession than their older colleagues. Theoretical and practical implications of the results are discussed.

Keywords: turnover intentions, organizational politics, organizational trust, human resource practices, Nigerian hospitals

ABSTRAK

Kajian lalu menunjukkan bahawa lantik henti pekerja merugikan individu dan organisasi. Oleh kerana niat lantik henti di tempat kerja merugikan, beberapa faktor telah dicadangkan bagi memahami alasan mengapa pekerja mengambil keputusan untk meninggalkan organisasi mereka. Antara faktor berkait organisasi yang telah diambil kira oleh penyelidikan lepas termasuk keadilan organisasi tertanggap, kepuasan kerja, pelanggaran kontrak psikologi tertanggap, dan sokongan organisasi tertanggap. Di sebalik kajian empirikal ini, karya lalu menunjukkan bahawa perhatian yang diberikan kepada pengaruh politik organisasi tertanggap, kepercayaan organisasi, dan amalan pengurusan sumber manusia (PSM) tertanggap terhadap lantik henti pekerja amat sedikit. Oleh itu, kajian ini bertujuan mengisi lompang tersebut dengan meneliti hubung kait antara politik organisasi tertanggap, kepercayaan organisasi, amalan sumber manusia tertanggap dengan lantik henti pekerja dalam kalangan Jururawat Berdaftar di hospital awam di Nigeria dengan menggunakan analisis teknik regresi berbilang. Satu ratus tujuh puluh lima Jururawat Berdaftar terlibat dalam kajian ini. Keputusan menunjukkan bahawa politik organisasi tertanggap berhubung kait secara positif dan signifikan dengan niat lantik hanti. Keputusan juga menunjukkan bahawa kepercayaan organisasi dan pengurusan sumber manusia tertanggap berhubung kait secara negatif dan signifikan dengan niat lantik henti. Tambahan lagi, kajian menunjukkan bahawa jururawat lelaki lebih cenderung untuk meninggalkan organisasi atau profesion mereka berbanding rakan sekerja wanita. Jururawat yang leibh muda juga lebih cenderung untuk meninggalkan organisasi atau profesion mereka berbanding jururawat yang lebih tua. Implikasi teori dan praktis hasil keputusan yang diperoleh turut dbincangkan.

Kata kunci: niat lantik henti, politik organisasi, kepercayaan organisasi, amalan sumber manusia, hospital Nigeria

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DEDICATION

To my husband, Kabiru Maitama Kura and my daughter Maimunat Kabir

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LIST OF ABBREVIATIONS

AET	Affective Events Theory
CEO	Chief Executive Officer
DWB	Workplace Behaviour
HR	Human Resource
HRM	Human Resource Management
I/O	Industrial and Organizational Psychology
M.Sc.	Master of Science
PBUH	Peace Be Upon Him
R2	R-squared Values
RN	Registered Nurses
SPSS	Statistical Package for the Social Sciences
SWT	Subhanahu Wa Ta'ala
TI	Turnover Intention
UK	United Kingdom
USA	United States of America
VIF	Variance Inflated Factor

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

In his Seminal work, Price (1977) defined employee turnover as the as the ratio of the number of organizational members who had left, either voluntarily or involuntarily during the period under consideration, to the total number of people in that organization during the period. The focus of this study is turnover intention rather than actual turnover, because behavioural intention is the immediate antecedent of the actual behaviour (Ajzen, & Fishbein, 1980; Fishbein, & Ajzen, 1975).

Employee turnover is prevalence and has become a major concern of every organization. For example, In the United States of America (U.S.A.), about 7.7% of the full time faculty members from various universities and colleges had left their posts for other institutions in 1997/1998 academic session. Of these faculty members, only 29% were retirees, while the remaining 71% have left their institutions for variety of reasons (Sanderson, Phua, & Herda, 2000). The survey further showed that more than 40% of the faculty members in the USA have made of their minds to change careers (Sanderson et al., 2000).

In a similar survey, Waswa and Katana (2008) reported that in Kenya, qualified faculty members from various Kenyan public universities have quitted their job for a secured and better paying jobs abroad. Munzali and Obaje (2008) also reported that about 64% of the required number of teaching staff from various universities in Nigeria have left for western industrialized countries, such as USA,

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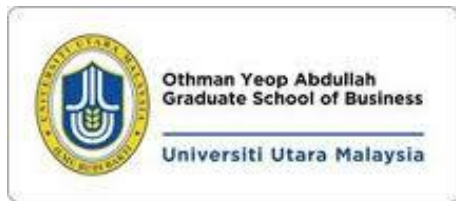
Research Questionnaire

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Dear Prof / Reader / Dr / Mr / Mrs / Ms,

ACADEMIC RESEARCH QUESTIONNAIRE

I am a Masters student at the above-named university, currently working on my dissertation thesis title "Relationship between perceived organizational politics, organizational trust, human resource practices and turnover intentions among Nigerian nurses.

Thank you in advance for taking your valuable time to fill in this questionnaire. Please be assured that your responses will only be used for academic purpose. Hence, your identity will never be known throughout any part of the research process.

Thank you very much in anticipation of your responses.

Yours sincerely,

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Section 1

Instruction:

The following questions intended to understand likelihood that you would resign from the hospital. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5

TO01	There any likelihood that you would resign from the hospital.	1	2	3	4	5
TO02	There is likelihood that you would not continue to be a staff of the hospital during your tenure of employment with your present hospital.	1	2	3	4	5
TO03	You have intentions of resigning from the hospital	1	2	3	4	5

Section 2

Instruction:

The following questions intended to understand aspects of how your work environment can be perceived as political in nature. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5				

PP01	Employees in my hospital attempt to build themselves up by tearing others down	1	2	3	4	5		
PP02	Agreeing with powerful others is the best alternative in my hospital	1	2	3	4	5		
PP03	When it comes to pay raise and promotion decisions, policies are irrelevant in my hospital	1	2	3	4	5		
PP04	Pay and promotion policies are not politically applied in my hospital.	1	2	3	4	5		
PP05	Pay and promotion decisions are consistent with policies of my hospital.	1	2	3	4	5		
PP06	Favouritism not merit gets people ahead in my hospital.	1	2	3	4	5		
PP07	In my hospital, only one group always get their way.	1	2	3	4	5		

Section 3

Instruction:

The following questions will help us understand the level of trust you have with your fellow worker, including your immediate supervisor. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5

IT01	Most of my fellow workers would get on with their work even if supervisors were not around.	1	2	3	4	5
IT02	I can rely on other workers not to make my job more difficult by careless work.	1	2	3	4	5
IT03	Most of my workmates can be relied upon to do as they say they will do.	1	2	3	4	5
IT04	If I got into difficulties at work I know my workmates would try and help me out.	1	2	3	4	5
IT05	I can trust the people 1 work with to lend me a hand if I needed it.	1	2	3	4	5
IT06	I have full confidence in the skills of my workmates.	1	2	3	4	5

Section 4

Instruction:

The following questions will help us understand the level of trust you have with your organisation. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5

OT01	Management of my hospital can be trusted to make sensible decisions for the hospital's future.	1	2	3	4	5
OT02	The management of my hospital would be quite prepared to gain advantage by deceiving the workers.	1	2	3	4	5
OT03	My hospital has a poor future unless it can attract better administrators.	1	2	3	4	5
OT04	Management at my hospital is sincere in its attempts to meet the workers' point of view.	1	2	3	4	5
OT05	Management at my hospital would be quite prepared to gain advantage by deceiving the workers.	1	2	3	4	5
OT06	I feel quite confident that my management will always try to treat me fairly.	1	2	3	4	5

Section 5

Instruction:

The following questions will help us understand the level of training programmes offered in your hospital. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5			

TD01	The amount and duration of training programmes offered in my hospital are satisfactory.	1	2	3	4	5
TD02	Individual performance in the job as important is considered in determining salary of employees in my hospital.	1	2	3	4	5
TD03	The amount and duration of training programmes offered in my hospital are satisfactory.	1	2	3	4	5
TD04	In my hospital, extensive training programmes have already been systematized.	1	2	3	4	5
TD05	Compared to other hospitals, extensive training programmes are provided for employees in their jobs in my hospital.	1	2	3	4	5
TD06	In my hospital, training programmes are conducted by professionals and experienced trainers.	1	2	3	4	5

Section 6

Instruction:

The following questions will help us understand the aspects of compensation practices and procedures in your workplace. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5

CP01	Salary and fringe benefits are fairly determined in my hospital.	1	2	3	4	5
CP02	Individual performance in the job as important is considered in determining salary of employees in my hospital.	1	2	3	4	5
CP03	Fringe benefits in my hospital are based primarily on age and seniority of employees.	1	2	3	4	5
CP04	The standard of fringe benefits determination in my hospital is satisfactory.	1	2	3	4	5
CP05	The standard of wages determination in my hospital is satisfactory.	1	2	3	4	5
CP06	The wages level in my hospital is high in comparison to other hospitals.	1	2	3	4	5

Section 7

Instruction:

Please read and tick as appropriate in the provided boxes your exact assessment of

the following demographic information:

1.   Gender

Male	1
Female	2

2.   Age

21-30	1
31-40	2
41-50	3
51 and above	4

3.   Position

Assistant Director of Nursing Service	1
Chief Nursing Officers	2
Assistant Chief Nursing Officers	3
Principal Nursing Officers	4
Senior Nursing Officers	5
Nursing Officers I	6
Nursing Officers II	7

4.   Experience

Less than 1 year	**1**
1-5 years	2
6 -10 years	3
11 years and above	4

5.   Highest Educational Qualification

Master's Degree	1
First Degree	2
Diploma	3

Thank you once again.

Appendix B

Respondents' Profile

Frequencies

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Statistics

		Gender	Age	Position	Experience	Education
N	Valid	175	175	175	175	175
	Missing	0	0	0	0	0

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	128	73.1	73.1	73.1
	Male	47	26.9	26.9	100.0
	Total	175	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	20	11.4	11.4	11.4
	31-40 years	62	35.4	35.4	46.9
	41-50 years	75	42.9	42.9	89.7
	51 years and above	18	10.3	10.3	100.0
	Total	175	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Director of Nursing Service	4	2.3	2.3	2.3
	Chief Nursing Officers	14	8.0	8.0	10.3
	Assistant Chief Nursing Officers	20	11.4	11.4	21.7
	Principal Nursing Officers	39	22.3	22.3	44.0
	Senior Nursing Officers	62	35.4	35.4	79.4

		Frequency	Percent	Valid Percent	Cumulative Percent
	Nursing Officers I	21	12.0	12.0	91.4
	Nursing Officers II	15	8.6	8.6	100.0
	Total	175	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	18	10.3	10.3	10.3
	1-5 years	48	27.4	27.4	37.7
	6 -10 years	46	26.3	26.3	64.0
	11 years and above	63	36.0	36.0	100.0
	Total	175	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters Degree	22	12.6	12.6	12.6
	Diploma	124	70.9	70.9	83.4
	First Degree	29	16.6	16.6	100.0
	Total	175	100.0	100.0	

Appendix C

SPSS Output

Descriptive Statistics

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
PP01	-.840	.184	2.225	.365
PP02	-.426	.184	1.518	.365
PP03	-.240	.184	.876	.365
PP04	-.126	.184	1.174	.365
PP05	-.059	.184	.379	.365
PP06	-.166	.184	.787	.365
PP07	-.580	.184	2.626	.365
IT01	.459	.184	-.207	.365
IT02	.356	.184	-.626	.365
IT03	.497	.184	-.073	.365
IT04	.861	.184	1.171	.365
IT05	.485	.184	-.045	.365
IT06	.468	.184	.049	.365
OT01	-.056	.184	-1.126	.365
OT02	-.082	.184	-.917	.365
OT03	-.465	.184	-.679	.365
OT04	-.596	.184	-.416	.365
OT05	-.567	.184	-.372	.365
OT06	-.481	.184	-.578	.365
TD01	.767	.184	1.168	.365
TD02	.985	.184	1.977	.365
TD03	.944	.184	2.027	.365
TD04	.812	.184	1.313	.365
TD05	.937	.184	2.237	.365
TD06	.631	.184	.954	.365
CP01	.017	.184	-.650	.365
CP02	.217	.184	-.805	.365
CP03	-.234	.184	-.622	.365
CP04	10.255	.184	124.380	.365
CP05	-.275	.184	-.656	.365
CP06	-.234	.184	-.819	.365
TO01	-1.156	.184	1.504	.365

84

TO02	-1.097	.184	1.876	.365
TO03	-1.108	.184	1.228	.365
Valid N (listwise)				

Charts

Histogram
Dependent Variable: TI

Mean = 8.76E-16
Std. Dev. = 0.986
N = 175

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: TI

Scatterplot

Dependent Variable: TI
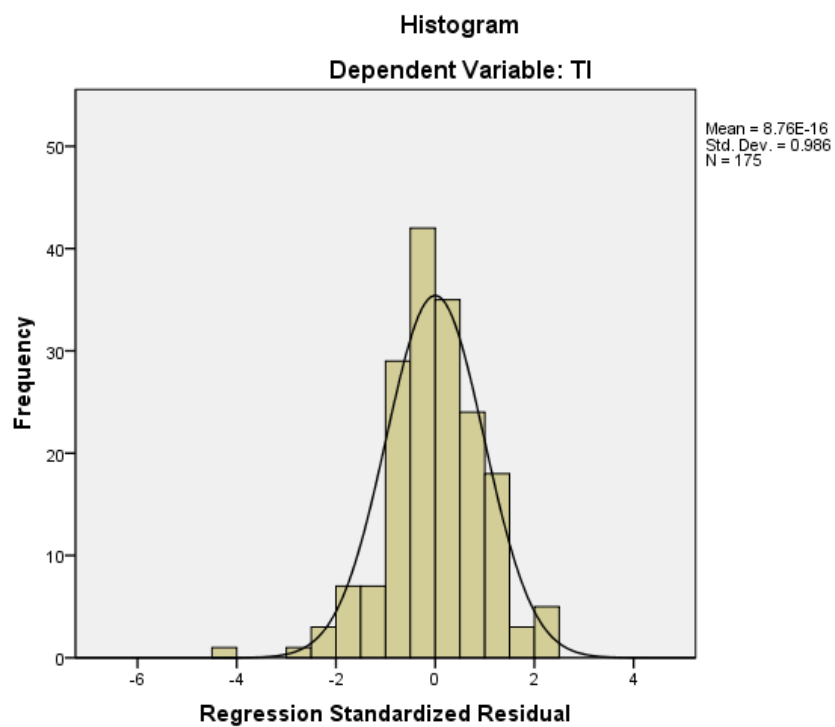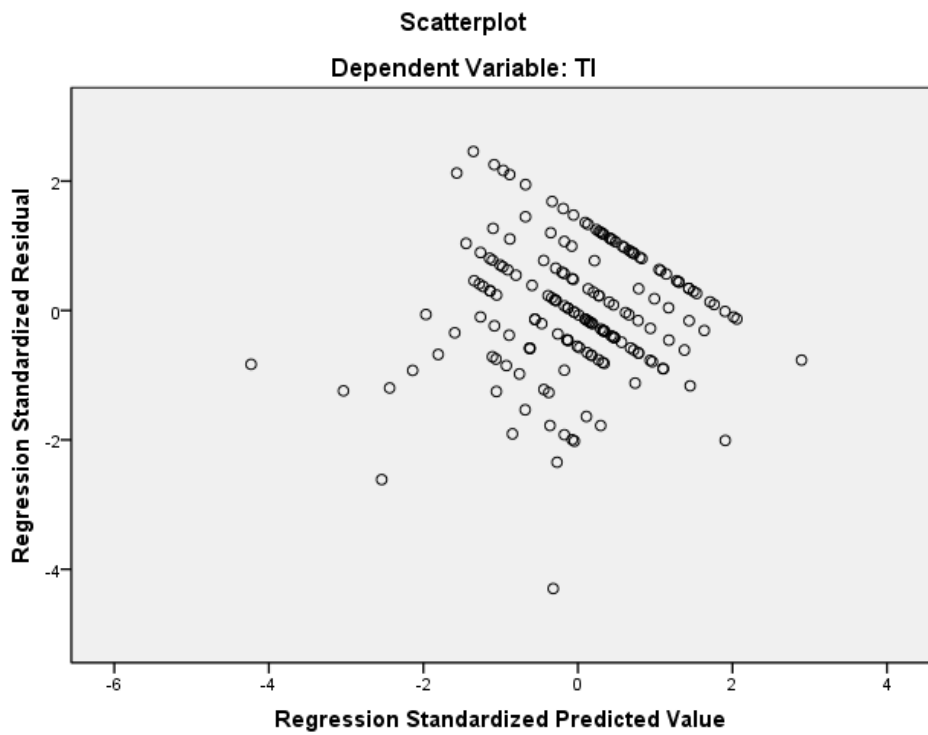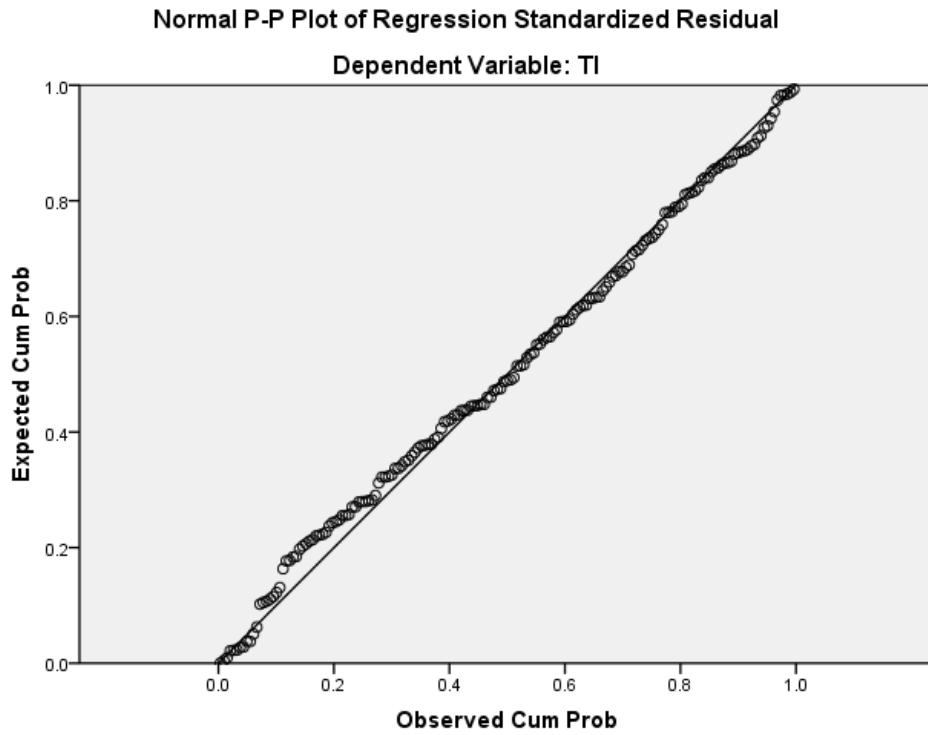
T-Test

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Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
TI	Female	128	3.9661	.89701	.07928
	Male	47	4.2482	.58759	.08571

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
TI	Equal variances assumed	3.825	.052	-2.002	173
	Equal variances not assumed			-2.416	125.204

Independent Samples Test

		t-test for Equality of Means		
		Sig. (2-tailed)	Mean Difference	Std. Error Difference
TI	Equal variances assumed	.047	-.28208	.14090
	Equal variances not assumed	.017	-.28208	.11676

Independent Samples Test

		t-test for Equality of Means	
		95% Confidence Interval of the Difference	
		Lower	Upper
TI	Equal variances assumed	-.56018	-.00398
	Equal variances not assumed	-.51315	-.05101

Oneway

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Descriptives

TI

	N	Mean	Std. Deviation	Std. Error
21-30 years	20	4.2333	.76548	.17117
31-40 years	62	4.0376	.85380	.10843
41-50 years	75	4.0311	.80757	.09325
51 years and above	18	3.8889	.96338	.22707
Total	175	4.0419	.83323	.06299

Descriptives

TI

	95% Confidence Interval for Mean			
	Lower Bound	Upper Bound	Minimum	Maximum
21-30 years	3.8751	4.5916	2.33	5.00
31-40 years	3.8208	4.2545	1.00	5.00
41-50 years	3.8453	4.2169	1.33	5.00
51 years and above	3.4098	4.3680	1.67	5.00
Total	3.9176	4.1662	1.00	5.00

ANOVA

TI

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.164	3	.388	.555	.646
Within Groups	119.640	171	.700		
Total	120.804	174			

Post Hoc Tests

Multiple Comparisons

TI

LSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.
21-30 years	31-40 years	.19570	.21510	.364
	41-50 years	.20222	.21050	.338
	51 years and above	.34444	.27176	.207
31-40 years	21-30 years	-.19570	.21510	.364
	41-50 years	.00652	.14357	.964
	51 years and above	.14875	.22395	.507
41-50 years	21-30 years	-.20222	.21050	.338
	31-40 years	-.00652	.14357	.964
	51 years and above	.14222	.21954	.518
51 years and above	21-30 years	-.34444	.27176	.207
	31-40 years	-.14875	.22395	.507
	41-50 years	-.14222	.21954	.518

Multiple Comparisons

TI

LSD

(I) Age	(J) Age	95% Confidence Interval	
		Lower Bound	Upper Bound
21-30 years	31-40 years	-.2289	.6203
	41-50 years	-.2133	.6177
	51 years and above	-.1920	.8809
31-40 years	21-30 years	-.6203	.2289
	41-50 years	-.2769	.2899
	51 years and above	-.2933	.5908
41-50 years	21-30 years	-.6177	.2133
	31-40 years	-.2899	.2769
	51 years and above	-.2911	.5756
51 years and above	21-30 years	-.8809	.1920
	31-40 years	-.5908	.2933

Multiple Comparisons

TI

LSD

(I) Age	(J) Age	95% Confidence Interval	
		Lower Bound	Upper Bound
21-30 years	31-40 years	-.2289	.6203
	41-50 years	-.2133	.6177
	51 years and above	-.1920	.8809
31-40 years	21-30 years	-.6203	.2289
	41-50 years	-.2769	.2899
	51 years and above	-.2933	.5908
41-50 years	21-30 years	-.6177	.2133
	31-40 years	-.2899	.2769
	51 years and above	-.2911	.5756
51 years and above	21-30 years	-.8809	.1920
	31-40 years	-.5908	.2933
	41-50 years	-.5756	.2911